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Master of Science in Management Program

Rollins College

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Recommended Citation

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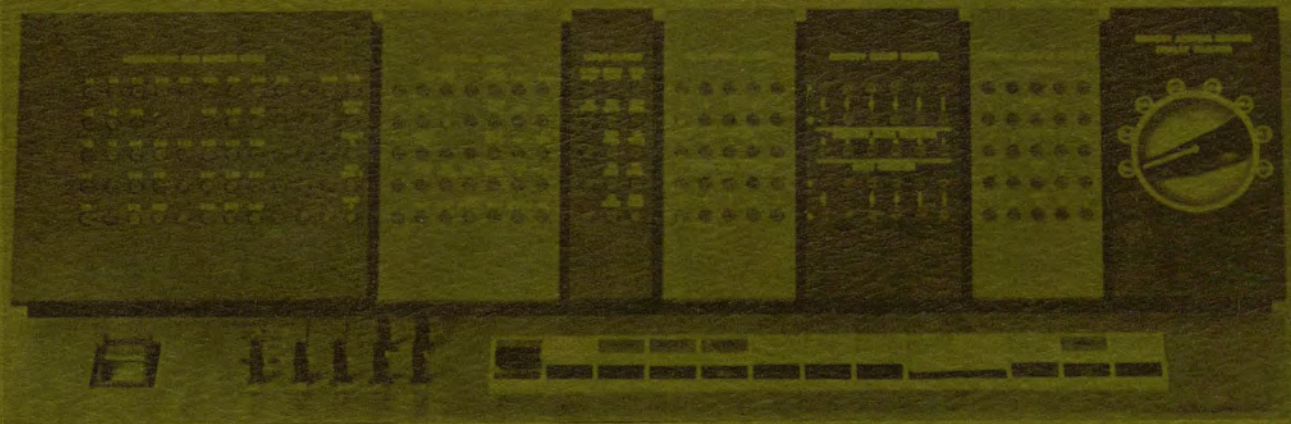
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MASTER OF SCIENCE IN MANAGEMENT
1975 - 1976 CATALOG
A DIVISION OF ROLLINS' GRADUATE PROGRAMS

Rollins College



Rollins College

WINTER PARK, FLORIDA • 32789

MASTER OF SCIENCE IN MANAGEMENT

1975 – 1976 CATALOG

A DIVISION OF ROLLINS' GRADUATE PROGRAMS

The Rollins program for the degree of Master of Science in Management, a division of the Rollins Graduate Program in the Roy E. Crummer School of Finance and Business Administration is designed to prepare candidates for responsible, supervisory, administrative and research positions in business. The courses provide knowledge of pertinent economic and business facts; seek to improve the student's capacity for analyzing situations and problems and to develop fundamental techniques of control and skills of leadership, based upon an understanding of the human and technical factors involved in group endeavors and the relation of a business enterprise to the economy as a whole.

The present curriculum in the program meets all the most rigid requirements for graduate degrees. Rollins is fully accredited by state and regional accrediting authorities, including the Southern Association of Colleges and Schools. All courses in the program are accepted for the training of veterans and are recognized by the Department of Education of the State of Florida.

Statement of Requirements for Admission to Graduate Study at Rollins College.

A. Admission:

Application for admission to the Graduate Division of Rollins College must be filed with the Office of Admissions. An applicant who is accepted will be granted admission by the Director of Admissions, either as a regular or as a special student in the Graduate Division.

To be classified as a regular student, the applicant must have satisfied the minimum requirements stipulated by a particular Degree Program.

B. General requirements for admission as a regular student to all Master's Degree Programs:

1. The applicant must hold a Bachelor's degree from an accredited college, or a certified equivalent.

2. All applicants must take the Graduate Record Examination (GRE) in Verbal and Quantitative Aptitudes and attain a satisfactory combined score, or present a statistically comparable score on an equivalent objective examination such as the Graduate Management Admission Test (GMAT), or the National Teachers' Examination (NTE).

If the applicant registers before he has taken one of these examinations, it must be taken on the first date on which it is offered following initial registration.

Bulletins announcing the dates and application procedures for these examinations will be made available at the Office of the Registrar.

3. Applicants for entry as regular students in the Graduate Division who have not achieved a "B" average or better in their major field(s) of undergraduate study must submit additional evidence of qualification for graduate study. Such evidence may be in the form of a recommendation from the college in which the bachelor's degree was attained, from advanced academic study, or from a supervisor or employer.

C. Admission as a Special Student:

An individual who, at the time of his initial application for admission to the Graduate Division, does not possess the necessary requirements (Section B) to enter a degree program, or who is not seeking a master's degree, may be accepted as a SPECIAL student. This notation will appear on all official records.

1. Should a special student seek, later, to be admitted as a regular student he must meet all of the requirements for admission prescribed in B above and be reclassified by the Office of Admissions.

2. Special students will not be permitted to take more than a total of twelve semester hours of course work at the graduate level. Additional courses may be audited for no academic credit.

D. Admission Procedures:

All applicants to the Graduate Division of Rollins College must submit to the Office of Admissions:

1. The formal application blank and the recommendation form;

2. Official transcripts of all undergraduate or graduate work;

3. Scores on the Graduate Record (or equivalent) Examination, if available.

4. Additional supporting evidence if required in B. 3, above.

E. Admission to Candidacy for a Master's Degree:

1. A student who is admitted to a degree program becomes a CANDIDATE for a degree provided he has: (a) completed twelve semester hours of graduate work; (b) attained an average grade of "B"; (c) fulfilled any additional requirements stipulated by a particular Degree Program.

2. A student will be notified of admission to candidacy by the Director of his Degree Program.

3. A student not meeting the conditions for candidacy by the end of his first twelve hours of graduate work may not continue in the Graduate Division.

4. The completion of all required courses, examinations, theses and research in accordance with the conditions specified in each Master's Degree Program renders the candidate eligible for recommendation (to the Dean of the College) to receive the appropriate degree at the first commencement following such completion.

F. Other Regulations and Policies:

The following regulations and policies are applicable to all Programs of the Graduate Division of the College:

1. Course registration may not be completed until the student has been cleared by the Office of Admissions.

2. Credit to be used toward advanced standing may be granted at the discretion of the Director of each Program; in no case may the amount of transfer credit exceed six (6) hours in a 36 hour program.

No transfer credit may be certified until a student has completed 12 hours of graduate work at Rollins.

3. The minimum credit required for any graduate degree is 36 semester hours.

4. The time required for earning of the degree will not be less than a full academic year or its equivalent.

Course credits more than six (6) calendar years old will not be accepted toward fulfilling the minimum course requirements for the Master of Science in Management degree.

PROGRAM REQUIREMENTS

The Rollins program leading to the degree of Master of Science in Management offers several major areas of concentration, including general management, engineering management and a standard accounting sequence. Specialized areas of concentration such as marketing, finance, or other fields may be pursued with consent of faculty advisers and the administrative office of the program.

For the degree of Master of Science in Management the candidate must complete a minimum of 36 semester hours of graduate work, including appropriate research projects or thesis and a comprehensive examination, with an average grade of "B" or better.

TRANSFER CREDITS

Not more than six (6) semester hours of graduate study obtained in a different but recognized institution may be transferred and credited toward graduate degrees at Rollins. All courses completed in other institutions, whether presented to meet requirements or for transfer credit, must be evaluated individually before credit can be granted. In general, a grade record of "B" or better

is required for acceptance of a course presented by the applicant for transfer credit to meet a Rollins requirement.

The faculty reserves the right to request a candidate to pass a qualifying examination in any subject for which transfer credit is requested.

COURSE GROUPS

Courses offered in this program are classified in two groups. The 500-level courses are graduate surveys in basic areas of management for those candidates who have not had prior education in fundamental fields such as accounting, business law, and similar disciplines.

The 600-level courses are advanced research seminars and courses, in which principles, cases, discussion, and specific projects provide advanced training in the major policy and operational areas of business management. These courses are designed to permit concentration of studies to suit the candidate's individual aims, while insuring a balanced development of administrative knowledge and skills.

STUDY PROGRAMS

Each candidate's study program will vary in accordance with the course he has completed for his Bachelor's degree, as well as with his preference for specialization. Model programs for general groups of students, with allowance for variation in exceptional instances, are intended to provide adequate coverage of all pertinent fields. These programs are typical rather than mandatory and sequence of course work is elective with the exception of subjects with particular prerequisites.

(a) All candidates for the Master of Science in Management degree must have taken, at undergraduate level or in graduate survey courses, or must take, work in the following fields:

1. Accounting

2. Business Law
3. Economics
4. Quantitative Methods, including Statistics
5. General Management

If any or all of these requirements have been met by prior study, the candidate may elect additional 600-level courses in the total 36 semester hours of his program.

(b) The Accounting Sequence.

Students admitted to the Master of Science in Management Program may pursue a major in accounting designed to meet the regulations of the State Board of Accountancy in Florida for applicants who seek to take the examination for Certified Public Accountancy.

Students planning to meet these regulations are advised, at their earliest opportunity to determine through communication with the Board the specific courses which they may need to complete an accounting major, especially in those instances in which some accounting has been taken at the undergraduate level. Copies of the Accountancy Law are obtainable from the State Board of Accountancy, P. O. Box 14286, Gainesville, Florida 32601.

The Office of the Dean of the Crummer School will render all possible assistance to prospective accounting students in developing the particular program necessary for the student to comply with state standards.

Accounting Course Sequence for Liberal Arts and Engineering graduates seeking to qualify for the C.P.A. Examination — A standard sequence of courses given at the graduate level is offered:

- B.A. 503-Principles of Accounting (I) and (II)
- B.A. 602-Tax Accounting
- B.A. 604-Intermediate Accounting (I) and (II)
- B.A. 606-Advanced Accounting Problems (I) and (II)
- B.A. 607-Managerial Accounting
- B.A. 608 Cost Accounting
- B.A. 610-Auditing

- B.A. 618-Financial Accounting
- B.A. 649-Data Processing for Management
- B.A. 656-Professional Standards and Ethics for C.P.A.'s

Other related courses which must be included in the undergraduate or graduate work of those applying to sit for the State Board of Accountancy examinations include a minimum of 27 semester hours or 40 quarter hours in the following subjects: Economics; Business Law; Finance; Quantitative Applications in Business; Management; Marketing; Real Estate; Insurance; Business Policies.

(c) Additional accounting electives or electives in general business may be taken to meet requirements. Special research projects or seminars may be taken also by candidates seeking to qualify in other specialized fields such as Public Administration or Education with advisor's consent.

By cooperative arrangement with the Graduate Program in Education, a student in the Master of Science in Management Program may register for courses in the Graduate Program in Education provided approval is given in advance by the adviser. No education courses are offered under auspices of the Graduate Program in Business Administration. In each instance, arrangements must be made by the student for such combined program through the administrator's office responsible for the principal area in which the degree is sought - business or education.

(d) All candidates meeting the requirements under (a) above at the time of entrance may elect 36 semester hours of course work, including research projects and/or thesis.

MODEL PROGRAMS M.S.M.

(a) General distribution of courses for the typical candidate holding a Bachelor's degree, but with no prior study in business administration:

500-level courses	15 semester hours
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600-level courses	15-18 semester hours
Research Project or Thesis	3-6 semester hours

(b) General distribution of courses for the typical candidate holding a Bachelor's degree in business administration, commerce, industrial management, or industrial engineering:

500-level courses	0-15 semester hours
600-level courses	15-33 semester hours
Research Project or Thesis	3-6 semester hours

The requisite number of hours to complete 36 semester hours of course work may be selected from the courses set forth in the catalogue and schedule of the evening program in graduate business administration, as approved by the student's advisor.

All students seeking the degree of Master of Science in Management will be required to complete an appropriate individual research project (B.A. 698) or thesis (B.A. 699), or one or more research seminars, depending upon the requirements of the student's program, with the consent of an advisor. As the faculty decides, comprehensive examinations, oral or written or both, may be given during the final semester of work for the degree.

Total semester hours required for the degree:	
Course work	30-33 semester hours
Research Project or Thesis	3-6 semester hours
Total	36 semester hours

RESEARCH PROJECT OR THESIS

When a candidate begins research project or thesis work, a faculty advisor is appointed to provide general guidance concerning the level of difficulty and the form of preparation of the dissertation on the topic or problem chosen. All topics must be approved before the candidate undertakes research project or thesis work. If accepted by a committee appointed by the faculty of the Graduate Program in Business Administration, the thesis is credited as six (6) semester hours

of 600-level studies, or the research project as three (3) hours of 600-level studies.

Preparation of a thesis or research project during the final year of a candidate's program may be taken simultaneously with work in other required subjects, by special permission.

Thesis work should be completed in two consecutive semesters. In exceptional cases, application may be made through the candidate's advisor for an extension of the time allotted for the completion of the thesis.

All candidates preparing a thesis must make necessary arrangements in the term preceding completion of their course program. If a thesis is not presented and the student meets requirements through extended work in 600-level courses, a course in B.A. 698 (Research Projects) or a designated research seminar must be taken.

COUNSELING

During the course of graduate work a student may request an appointment with the Director or with a faculty member for counseling concerning the alternatives and requirements of the student's program. Because of the number of students involved it is requested that arrangements for counseling appointments be made well in advance.

SCHEDULE AND CALENDAR

The courses to be offered are announced by the Registrar at least one month prior to the final registration date for each semester. Ordinarily both 500-level courses and 600-level courses are offered each semester. Course listings are rotated so as to permit students to complete all requirements for the degree within a three (3) year period or less. Course and research work will be offered in Summer whenever possible.

The administration reserves the right to make necessary changes in schedules, class assignments, or other arrangements, to cancel any course listed, and to add to offerings as circumstances require at the registration period for each semester.

Information concerning the time and place of meeting of each class will be available from the Registrar's Office during registration periods. Class schedules will be issued in the announcement of courses preceding the registration period.

REGISTRATION

The Registrar will issue an announcement setting forth the following items:

1. The schedule of courses to be offered each semester.
2. The final dates for application for entrance into the program.
3. The time of class meeting and the place of meeting for each class.
4. The final date for registration for the semester.
5. The date or dates of Commencement for the awarding of degrees.

EXPENSES

Application fee.....	\$ 15.00
(Payable once only by all students at first registration)	
Tuition fee per semester course.....	129.00
Thesis fee per semester course.....	129.00
Graduation Fee, for Degree Candidates, Due April 15, for candidates graduating in May.....	10.00
All fees are to be paid at the Cashier's Office.	

REFUNDS

Tuition refunds will be granted as follows:

1. 100 percent up to and including the final registration date.

2. 75 per cent from the final registration date through the second week of classes (first week in the Summer Session).
3. 50 per cent from the third through the fifth week of classes (second week in the Summer Session).
4. No refund after the fifth week of classes (second week in the Summer Session).

Refunds will be based on the official date of withdrawal. In the case of withdrawal by mail, the postmark on the envelope will be applied. Only official withdrawals will be considered for refunds.

COURSE DESCRIPTION

The 500-level courses are introductory graduate seminars, covering at the graduate level material in the major areas of business management. Students who have met in their undergraduate work one or more of the required fields listed previously are ordinarily exempted from the 500-level course in a similar area. 500-level courses may be taken however, even when prior undergraduate or graduate work has been attempted in that field, for purposes of review or to meet a requirement of current status in a particular subject. For all seminars listed, special arrangements may be made to take work on a research basis.

For the information of those unfamiliar with the meaning of a seminar, an official description is of interest.

"The seminar - which is (probably) the most characteristic graduate course - may be described as a group of highly competitive young specialists, each working on his own research problem and each concerned as much with the methods of research as with the results of a particular project. In the seminar there is not so much 'instruction' as there is 'induction'." A premium is placed upon ability to conduct independent investigations and

to report on them effectively. An assigned textbook may be used, but the student is expected to read widely in the field and to go beyond the basic materials of the course. "(As) in graduate work in general, what he is expected to know bears only a limited relationship to any assigned text or formal lectures, (by instructors)."

From: A Guide to Graduate Study, (1957 Washington, D. C. Frederic W. Ness, Ed., Association of American Colleges.

501. Mathematics for Management

The basic mathematical techniques necessary for an understanding of modern managerial Economics and other advanced management sciences. Methods, applications, and cases. *3 credits.*

502. Statistical Methods

Statistical Inference. Sources and types of statistical data. The frequency distribution. Averages and measures of dispersion; skewness and curve fitting. Index numbers and time-series analysis. Linear, multiple, and partial correlation. Sampling techniques. Methods of presenting statistical data and reports. *3 credits.*

503. Principles of Accounting (I) and (II)

The basic concepts of accounting. The measurement of income, valuation of assets, analyzing transactions. Financial statements, adjustment and interpretation of balance sheets, income reports, and accounting summaries. Accounting as a tool of management. Selection of accounting problems from point of view of management and investor.

B.A. 503 (I) must be taken by all candidates who have not had a prior course in accounting.

B.A. 503 (II) must be taken by all candidates majoring in the accounting sequence unless they have completed a standard principles course in prior undergraduate or graduate work. It is recommended wherever possible that students

take both B.A. 503 (I) and B.A. 503 (II). *3 credits each semester.*

504. Money and Banking

Study of money and monetary policy. Types of currency, plus modern banking operations. Commercial and central banking. Nature and uses of credit. Monetary and financial theory applied to business and government. Major current problems in monetary management. *3 credits.*

504S. Aspects of Current Economic Policies & Problems

Students in this graduate seminar will employ the tools of economic analysis to explore both the micro and macro economic impact of current economic trends and application of government policy. Students will have some choice of topics. Subject areas that will be included are inflation, international trade, health care, and the finance of education. *3 credits.*

506. Business Law

Legal aspects of business administration. Pertinent legal environment of business operations. Examination of business case material focusing on the background of law. Legal procedures in organizing a business, operating a business, and terminating a business. Negotiable instruments. Personal and real property. Security for credit transactions. Trade regulations. Legal problems of management. *3 credits.*

507. Investments

The analysis and management of securities. Investment portfolios. Regulations affecting investment. Investment policies. *3 credits.*

508. Marketing Analysis

Marketing processes, institutions, and strategies. Management survey of advertising, sales promotion, and distribution. Principles and cases. *3 credits.*

509. Survey of Economic Theory

A graduate survey in the fundamentals, concepts and development of economic theory, with particular attention to the foundations of neo-classical theory, and modern theoretical and applied micro- and macro-economics. *3 credits.*

601. Advanced Statistics

Topics in the sources, compilation, usage, and analytical interpretation of statistical data by management. The design and application of statistical control and forecasting systems to production, marketing, and financial functions of enterprise. Development of statistical organizations and standards. Prerequisite B.A. 502 or equivalent. *3 credits.*

602. Tax Accounting

This course is a basic study of federal taxation, individuals, partnerships and corporations. The primary purpose of this course is to acquaint students with the fundamentals of federal income tax in the United States. *3 credits.*

603. Managerial Economics

A graduate course in managerial economics. Appraisal of major economic forces such as cyclical fluctuations, trends in production, labor force, wages, prices, technological developments, productivity, federal and local taxes, competitive behavior, public policy. *3 credits.*

604. Intermediate Accounting (I) and (II).

This course is designed for the student who has completed introductory accounting. The accounting process and its theoretical framework together with the application of current concepts. Prerequisite B.A. 503 (II) or equivalent. *3 credits.*

605. Econometrics

The mathematical background of economic analysis. Emphasis is placed upon the managerial

application of quantitative techniques to economic decisions. Attention is paid to the current development of mathematical methods in economic analysis, including statistics. *3 credits.*

606. Advanced Accounting Problems (I) and (II)
Prerequisites B.A. 503 (I) and (II), B.A. 604 (I) and (II), or equivalents. The advanced theory and practice of accounting. *3 credits each semester.*

607. Managerial Accounting

Functions and uses of accounting in modern business. Analysis and interpretation of financial statements of various types of business. Cost accounting as a managerial tool of control with special attention to working capital, flexible budgets, profit-to-volume analysis. Prerequisite 503 (I) or equivalent. Advanced course for the student not majoring in accounting. *3 credits.*

608. Cost Accounting

Cost accounting systems, control and statistical techniques, cost estimation, cost decisions, incremental analysis and related topics in the standard cost accounting field. Prerequisite B.A. 503 (II). *3 credits.*

609. Business Finance

Sources and applications of funds. Uses of financial instruments. Problems of short-term financing. Methods of security distribution. Planning in relation to reserves, surplus, dividend distribution, and government taxation. Prerequisite B.A. 503 or equivalent, or consent of instructor. *3 credits.*

610. Auditing

Conceptual and practical approaches to auditing problems. Professional responsibilities of the independent auditor. Standard topics in public accounting. Prerequisite B.A. 604 (II). *3 credits.*

611. Marketing Management

The integrated marketing management concept and its relationship to existing and changing institutions and functions of marketing. Trade channel selection, sales forecasting, product and package development, pricing, sales organization and controls, customer buying behavior. Evaluation of sales and advertising operations. Interdependence and regulation of markets. 3 credits.

613. Retail Store Operation

General principles of retail operation. Merchandise selection, pricing, buying, inventories, mark-up, turn-over, sales promotions, layouts, role of salespeople, evaluations of sales operations. 3 credits.

614. Advanced Financial Management

Capital structure, capital budgeting, investment theory, cost of capital, market valuation and portfolio theory will be developed under conditions of certainty and uncertainty. Selected topics will be surveyed to complement the student's background in corporate finance. Recently presented studies will occupy a primary position in the discussions of financing instruments and financing activities. Overall emphasis will be on the use of modeling as a decision tool for financial management. 3 credits.

615. International Economics

The composition, direction, and amounts of foreign trade examined both descriptively and analytically. Private and governmental methods of trading. Financing trade through banks, brokers, foreign exchange markets, and credit. The influence of government fiscal and monetary policies on international balance of payments. World trade channels, foreign-aid policies, trade blocs, capital movements. 3 credits.

617. Operations Management

Relation of production to other functions such as

finance and marketing. Cost aspects of production processes, including alternative technological innovations, procurement and inventory control, plant layout, flow of work, work standards and incentives, and quality control. Organizational problems arising from need to specialize and delegate responsibility. 3 credits.

618. Financial Accounting

The philosophy of accounting concepts. Theory of accounting systems. 3 credits.

619. Management-Labor Relations

Current developments in management-labor relations. Legal aspects of collective bargaining including negotiation and administration of the union contract. Employee/Management communications, discipline, and grievance systems. Dealing with problem employees. Wage and salary administration, including development of standards, work measurement, and incentives. Occupational safety and health requirements. Case studies of current problems. 3 credits.

621. Personnel Administration

The principles, techniques, and procedures of personnel management in a modern business environment. Methods of job analysis, recruiting, and selection, including job interviews and testing procedures. Current trends in employee-supervisory training. New theories in executive management development. The management view of personnel management functions. Techniques of performance, appraisal and personnel ratings. Man-power management case studies related to the solution of personnel problems. 3 credits.

623. General Management

Examination of management philosophy, principles, objectives and policies. Analysis of the basic functions of management: Planning, organizing, directing controlling. Study of decision theories,

motivation and leadership, management information systems, management ethics, standards, and professionalism. Discussed from both the classical and the behavioral standpoints. *3 credits.*

631. Forecasting for Management

The fundamental problems of forecasting required in management processes. Trend analysis; the use of quantitative and qualitative guides; indices; sources of data. *3 credits.*

633. Public Finance

The principles, techniques and problems of government finance. Economic and political setting, fiscal and borrowing policy. Federal, state, and local expenditures. The national public debt. Public budgets and revenues, tax principles and problems. Income and other taxes. Taxation of business. Current economic and social trends in public finance and expenditures. *3 credits.*

635. Business Communication

Communication problems and flow within the business organization. Aspects of organization, composition, and delivery for extemporaneous and manuscript speeches, for written reports, for radio and television speaking by the business executive. Conference and discussion methods at the management level. Psychology of effective communication. Parliamentary procedure. Group dynamics, problem solving through communication management. *3 credits.*

636. Business & Professional Speaking

The communications process necessary for successful business and professional speaking. Students will also gain practical experience by preparing and presenting technical reports, selling policies, programs and services, interviews, as well as planning and conducting business conferences. Interpersonal communication and platform speaking will be stressed in the course since all

students will practice preparing and presenting the various types of speeches expected of professional people. *3 credits.*

637. Management Planning Systems

Principles, methods, and procedures related to the efficient planning, administration and utilization of resources and personnel in production, engineering projects, research and development programs, and the integration of procedures into the general management function. Case studies will be included. *3 credits.*

639. Quality Control, Methods and Research

This course develops the necessary techniques for quality control, standards, procedures, audits, and forms. As necessary, problems in particular phases of the subject and illustrative cases will be considered. Prerequisite B.A. 502 or equivalent, or consent of instructor. *3 credits.*

641. Industrial Psychology

Application of psychology and other behavioral science to the structure and functioning of groups. Communication, motivation, and interaction in industrial management. Human behavior in organizations. Job analysis, effects of conditions and methods of work on productivity. Material in advanced engineering psychology, problem-solving, management cases, and techniques. *3 credits.*

643. Operations Research

An advanced course in the principles and theory of Operations Research and Management Science. Model-building, programming, game theory, inventory problems. Decision rules, systems models, simulation, and analysis. Formal concepts of optimization and strategy in management applications. Prerequisite: statistics, calculus, or consent of instructor. *3 credits.*

645. Reliability: Management, Methods and Mathematics

Reliability engineering management. History and growth of performance requirements of automatic components and systems. Use of mathematics in reliability apportionment and prediction. Reliability engineering in industry. Prerequisite: statistics, calculus, or consent of instructor. *3 credits.*

647. Systems Management and Engineering

The development of systems analysis for business and industrial problem solving. A unified approach to the system concept and its applications to industrial and economic models. Emphasis is placed upon management and engineering phases. *3 credits.*

649. Data Processing For Management

How management may adapt processing techniques to the solution of basic management problems. Evaluation of feasibility of use of data processing systems. How both large and small companies may establish integrated data processing. Experience reports. Executive use of data processing for efficient operations. Selected problems and applications. *3 credits.*

650S. Management of Data Processing

Managerial problems in the planning, evaluation, and organization of data systems. Personnel selection and training. General problems of programming systems. *3 credits.*

651. Management Information Systems

The development, evaluation, and administration of management information systems in economic organizations. Corporate problems in the effective utilization of data-processing systems. Research and cases. Prerequisite B.A. 649 or consent of instructor. *3 credits.*

652. Management Information Systems Analysis
Informational needs of management for information functions in planning, controlling and decision-making. Data base concepts and applications. *3 credits.*

653. Group Dynamics: Behavior In Organizations

The structure and functioning of groups in organizational settings. The nature of communication and interaction. Leadership, morale, motivation, interpersonal relations. Effective skills and attitudes. Decision making. Group patterns in decision. *3 credits.*

654. Insurance

The functions of insurance. The nature and classification of insurance contracts; types of risks; risk and insurance management. *3 credits.*

656. Professional Standards and Ethics for C.P.A.'s

The standards and requirements of professional conduct as required by the A.I.C.P.A. and other professional groups. Requirements imposed by regulatory agencies; professional responsibilities. *3 credits.*

658. Small Business Management

Problems and techniques in managing a small business enterprise. Emphasis on the entrepreneur, and decisions under conditions of uncertainty. Initiation and operation of small enterprise. *3 credits.*

660. Business Policy

Long-range and short-range managerial planning; special attention to case method analysis of the formulation and execution of business policy. *3 credits.*

698. Research Projects and Seminars

Independent studies and written reports on projects or problems in the student's major

interest. The source material may be based on field or library research, depending upon the nature of the project. The written findings must reveal analytical ability and facility in written presentation. *3 credits.*

Research seminars in areas of special interest are offered each semester, including summer sessions, in such fields as Taxation; Formation and Development of New Enterprise; Business Policies; Marketing; Real Estate Management; Industrial Organization; Advanced Business Law, and other phases of managerial concern. Each such seminar carries *3 credits.*

Some specialized research seminars not listed under regular course descriptions are offered in a few fields during each semester.

699. Thesis

The thesis for the Master of Science in Management degree will be prepared in a seminar extending over at least two semesters. The candidate must enroll not later than one semester prior to that in which he is expected to complete all requirements for the degree.

The thesis must embody the results of an independent study of some important problem approved by the advisor in the candidate's major field of interest. It must be prepared with full attention to scholarly requirements of form and content, and represent an extensive inquiry into the subject chosen.

Arrangements must be made by the candidate with the Crummer Librarian for hard-cover binding of a copy of an accepted thesis, to be retained in the library. Final copy of approved drafts of theses must be filed with the advisors not later than May 15 or January 15 of the semester in which the degree work is to be completed.

Requests for extension of time in which to complete a thesis must be submitted to the advisor

in all cases before the end of the semester in which work is scheduled for completion. *6 credits.*

PERIOD OF STUDY

Although arrangements are subject to change at the discretion of the administration, all courses listed are offered on the basis of two semesters per year, and if possible an accelerated summer session of research seminars.

Candidates pursuing work on a part-time basis may register ordinarily for either one or two courses per semester. Full-time students may register for three or more courses. A candidate with no prior study in business or economics, taking two courses per semester, can complete the program in three academic years. A candidate having prior work in undergraduate business or economic fields, taking two courses per semester may complete the program in a shorter period when permission is granted to pursue additional research or courses. If permission is granted on the basis of the candidate's graduate record to attempt the thesis or final project concurrently with course work, the time required may be reduced by one semester. Candidates taking work on a full-time basis must have consent of the Director's Office for all courses and/or research prior to completion of registration.

TIME OF COURSE MEETINGS

Each three semester-hour course meets at least once per week, usually from 6:30 to 9:00 p.m. on the dates specified in the annual announcements of offerings. In some courses and research areas special arrangement of hours to meet requirements may be made by the instructor, including additional meetings as deemed necessary.

THE ROY E. CRUMMER SCHOOL
MASTER OF SCIENCE IN MANAGEMEN
ROLLINS COLLEGE
A Division of Rollins' Graduate Programs
Winter Park, Florida 32789

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